

United States of America  
**Office of  
Personnel Management**

Washington, D.C. 20415

Executive Registry

80-4638

In Reply Refer To:

JUN 25 1980

Your Reference:

Honorable Stansfield Turner  
Director Central Intelligence Agency  
Washington, D.C. 20505

Dear Mr. Turner:

The Office of Personnel Management (OPM), through its Office of Productivity Programs (OPP) and the National Science Foundation (NSF), through its Division of Policy Research and Analysis (PRA) have entered into an interagency agreement to fund experimental and evaluative research on socio-technical interventions designed to improve productivity. The research team, to be selected this summer by OPM/NSF from the university research community or from private research firms, will be directed to carry out their research at federal government agencies. This research effort is part of a major research and development program supported by the Office of Productivity Programs to provide federal agencies with comprehensive, research-based information on productivity improvement.

The study will involve the planning, development, implementation and evaluation of managerial innovations particularly those involving work re-design, the introduction of new technology, work methods and/or organizational structures. The innovations will be initiated by a research team in active collaboration with agency personnel. If it is necessary to waive OPM rules or regulations in order to conduct the research, the OPM project manager will give all necessary assistance.

We anticipate that the research will begin in the late fall, 1980. We would like to have the research sites selected, if possible, by September 1.

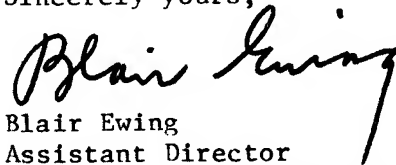
We are sending this letter to the Heads of each federal agency, to their Personnel Directors and Productivity Principals. We are asking the help of each of you in identifying work units within your agency that may be interested in participating in this research. We are especially eager to find offices that are undergoing technological change, work re-structure or that are having problems with work backlogs or employee morale.

This is an opportunity for two or three offices or divisions in various agencies to participate in innovative and important research that is intended to improve their efficiency, effectiveness and quality of work life. And -- mirabili dictu -- the effort will be totally funded by OPM and NSF!

If you have additional questions concerning this request, feel free to call Carolyn Burstein at OPM (632-5647). If you would like to suggest work sites within your agency that would be amenable to this research effort, please fill out the attached form and send it to:

Dr. Carolyn Burstein  
Office of Personnel Management  
Office of Productivity Programs/PRED, Rm. 7635  
1900 E St., N.W.  
Washington, D.C. 20415

Sincerely yours,



Blair Ewing  
Assistant Director  
Office of Productivity Programs

Attachment

Possible Research Sites

1. Name of Bureau/Office/Division: \_\_\_\_\_
2. Type of work performed: \_\_\_\_\_
3. Number of personnel in work unit(s): \_\_\_\_\_
4. Reasons for suggesting this work site: \_\_\_\_\_  
\_\_\_\_\_  
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5. Name, address and phone number of person who can be contacted for additional information: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

This is the kind of proposal which leaves you wondering just exactly what to do. The Agency could very well benefit from participation in a project like this. However, security is a problem as you point out and another obstacle is the reluctance to get unnecessarily involved with OPM which is a position Ben seems to advocate regularly.

In spite of the above, <sup>my</sup> feeling is that we should forward the letter to the Comptroller with a note indicating that O/Compt. "may wish to consider participating . . . , etc. etc.

Let's discuss.

STAT

*John,  
Doubt OPM would want to  
pursue with O/COMPT in view recent  
problems. Think we better pass.*

8/15

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